Ministry of Children and Family Development

2012/13 Annual Service Plan Report

BRITISH COLUMBIA

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Message from the Minister and Accountability Statement

As the Minister of Children and Family Development, I take pride in my responsibility for a ministry that is committed to improving the quality of programs and services being provided to B.C. families. We want to enable parents and caregivers to create healthy, safe and supportive environments for children and youth in the communities where they live, so they can grow up, maximize their potential, and become contributing members of society and leaders of tomorrow.

In 2012-13, the ministry continued to strengthen access to mental health services through such programs as the Strongest Families pilot project that uses telephone coaching to improve supports for children with mild to moderate behavioural issues. As well, the ministry expanded use of Telehealth videoconferencing to connect children and youth in small and hard-to-access communities with mental health supports in Vancouver, reducing wait times and the amount of travel required by families to access services.

Last year, the ministry made progress in child safety services and achieving greater stability for children in care. Through collaborative planning and decision-making processes, we worked to strengthen families and provide supports and solutions to help families stay together. We also exceeded expectations in reducing the number of times children are moved while in care and in ensuring Aboriginal children in care remain connected to their traditions and culture.

Easing access to services was a key theme throughout the ministry in 2012-13. Through direct consultation with community partners and stakeholders, the ministry took the first in a series of measures planned to make it easier for families to find child care and early childhood development programs in their communities with the introduction of online provincial service maps.

Expanded access to mental health supports and services, further progress in achieving stability for children in care, and continued efforts toward more accessible and affordable child care and early childhood development programs will continue to be major priorities for the year ahead.

The *Ministry of Children and Family Development 2012/13 Annual Service Plan Report* compares the actual results to the expected results identified in the *Ministry's 2012/13 - 2014/15 Service Plan.* I am accountable for those results as reported.

SCadieux

Honourable Stephanie Cadieux
Minister of Children and Family Development

June 14, 2013

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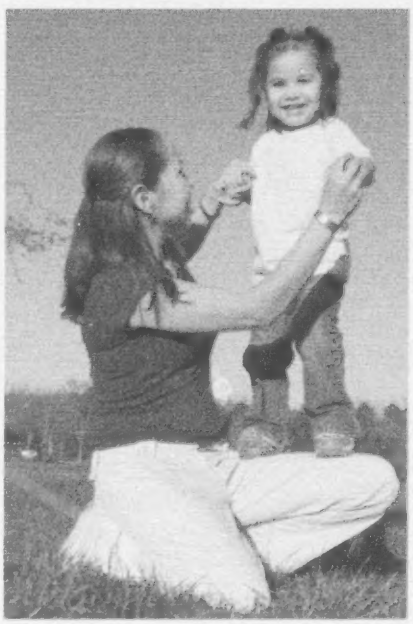
Highlights of the Year

Achieving Service Excellence

- The BC Early Years Strategy was announced in February 2013, outlining an eight-year, cross-ministry approach to support families and ensure young British Columbians have the best possible start in life. The early childhood development and child care sector will be guided by a coherent and integrated provincial framework for services that will support the creation of new child-care spaces, improve the overall quality of early years services, including child care, and strengthen the co-ordination of early childhood development programs and child-care services.
- Access to information about child-care and early childhood development programs was made easier for families with the launch of Child Care Programs and Early Years Services maps. These simple, one-stop-shop of resources, allow parents to input their needs and access a map that lists local centres and programs, including specific needs around type of care, hours of operation and services and programs offered.



- It is recognized that improved outcomes for Aboriginal children and families flow from their connection to culture, language and traditions. Over the last year work has begun to ensure cultural connections and openness are maintained in Aboriginal adoptions and the ministry continues to work in collaboration with the Aboriginal community to ensure services are developed and delivered in a manner consistent with the vision and aspirations of First Nation, Métis and Urban Aboriginal people.
- The Province and the Union of BC Municipalities identified seven communities to prototype working with communities and families to mitigate poverty. Partnerships were forged between local governments, community organizations and local businesses to develop action plans for working directly with families, which provide a foundation for further work on this critical area over the coming year.
- The Child Protection Response Model (CPRM), designed to improve child protection services, was implemented in the spring of 2012. CPRM encompasses the policies and standards found in Chapter 3 of the Child and Youth Safety and Family Support Policies which identify required child protection service practices and clinical decision points and are informed by the use of Structured Decision Making Assessment tools. Delegated staff were oriented to both the new policy and the tools which support CPRM.

- On March 1, 2012, in response to recommendations from the Representative for Children and Youth (RCY) report, Honouring Kaitlynne, Max and Cordon: Make Their Voices Heard Now, a new Provincial Office of Domestic Violence was established as the permanent lead for the BC government on delivering a coordinated approach to improving and strengthening services and supports for those affected by domestic violence. A cross-ministry working group collaboratively developed the action plan Taking Action on Domestic Violence in British Columbia which was released in October 2012. A progress report was subsequently released in March 2013.

Achieving Operational Excellence

- 2012/13 saw the introduction of Lean process improvement methodology both across government and within the ministry. Lean events were held in several program areas resulting in significant process improvements being identified and action plans developed to implement improvements. The use of Lean processes will continue in 2013/14 through initiatives and training to further develop Lean awareness throughout the organization.
- Cost management work focused on realigning the ministry's budget to the service delivery areas and local service areas linked to the six service lines. A refreshed procurement and contract management framework is nearing completion, and incremental progress was made on refocusing Indigenous Approaches contract funding to increasingly centre on service delivery.
- Throughout the year the ministry continued to strengthen and build collaborative working relationships with partner ministries, local governments and community agencies with the goal of protecting vulnerable children, youth and families by ensuring services continue to adapt to meet their needs in the communities they live. The organization has also altered its approach to working with families to ensure the safety and well-being of children and youth while working to build strong, supportive relationships with those accessing services.

Pursuing Continuous Learning and Growth

- Numerous initiatives in human resource management got underway in 2012/13. Work is underway to improve human resource planning and service delivery design, recruitment, hiring, orientation, core training, and staff development systems. Job descriptions and competency profiles were developed for leadership roles in the ministry, and a clinical supervision model was selected and training begun in the new model.
- In collaboration with the Federation of Community Social Services of BC, the Office of the Representative for Children and Youth, and BC post-secondary institutions, the ministry developed a shared research agenda to help improve services for children, youth and families in BC. The partnership will facilitate access to service delivery data, practice-based knowledge and applied research, and evaluations about interventions, programs and services that will enhance the capacity of the ministry to better understand client needs in order to make more informed service delivery decisions.

- The Youth Engagement Toolkit, a user-friendly resource, developed to support and strengthen youth engagement practice, was created to support organizations to start thinking differently about how to engage young people at an organizational level. Youth and adults worked together as co-researchers and evaluators to develop the Toolkit which supports ministry staff and community partners to find ways to make young people genuine partners in their work.

Purpose of Ministry

Ministry Mission

The Ministry of Children and Family Development supports healthy child development by its commitment to a collaborative professional practice delivered across a range of services that strive to maximize the potential of children and youth and achieve meaningful outcomes for children, youth and families.

The foundation of the ministry's work is in providing effective services to support healthy, safe environments where children are connected to their family and community. The primary focus of the ministry is to support vulnerable children and their families using a client-centred approach to service delivery that builds on their existing resources and capacities. This client-centred approach focuses on delivering services in a respectful, compassionate, strengths-based and culturally appropriate manner to maximize the potential of children, youth and families to achieve meaningful outcomes.

Canada is signatory to the UN Convention on the Rights of the Child (UNCRC) which requires each province to ensure that the rights awarded to children and youth under this international agreement are reflected in legislation, policies and procedures and through programs and services. This international agreement influences all ministry program areas and the services they offer and serves as the foundation for the development of the rights of children in care outlined in Section 70 of the Child Family and Community Services Act (*CFCSA*).

Vision

Reclaiming social work through strong service delivery, building core capabilities and effective management systems.

Ministry services are complementary and families may access a combination of services delivered through the following service lines:

- ***Early Years Services*** improve parent/caregiver and child outcomes by providing programs and services intended to improve school readiness rates, nutrition and health status, social and emotional behaviour, parent-child attachment and community engagement and, in the case of child care, support labour market attachment.
- ***Services for Children and Youth with Special Needs*** (CYSN) promote the healthy development of children with special needs, maximize their quality of life and assist families in their role as primary caregivers.
- ***Child and Youth Mental Health*** (CYMH) Services offer a range of mental health services and supports to children and youth with mental health challenges and their families.

Child Safety, Family, Youth and Children in Care Services

- ***Child Safety Services*** include receiving, assessing, and responding to reports about child safety using the Child Protection Response Model. When an assessment of a report indicates that a child protection response is required, a Family Development Response (FDR) is the predominant response provided. A FDR involves working collaboratively with a family to address child safety concerns that do not involve severe abuse or neglect, and the family is able and willing to participate in collaborative assessment and planning. A fact finding child protection investigation is reserved for severe abuse or neglect situations or where the family is not able or willing to participate in collaborative assessment. The time frame for completing a FDR is within 120 days. The time frame for completing a child protection investigation is within 30 days following which, services can be provided to address any existing child safety concerns.
- ***Family, Child and Youth Support and Care Services*** provide prevention, early intervention and longer term intervention, support, and care services. The first area of focus is to provide support to enable parents to effectively care for their children through referral to community services or offering support services. In circumstances where support services are not adequate to enable parents to care safely for their children, extended family members may be approved and supported to care for them. When extended family members are not able or available to provide care, placements in quality alternative living arrangements are made for the care and development of children and youth until they can return to their families or transition to independence as young adults.

- ***Adoption Services*** find permanent care for children and youth who cannot return to the care of their birth parents and provide reunification supports for those who have been involved in a BC adoption and are searching for their birth families. In the coming year, Adoption Services will be more closely integrated with Family, Child and Youth Support and Care Services.
- ***Youth Justice Services*** promote the development of law-abiding behaviour primarily through an integrated, multi-disciplinary approach for youth who are in conflict with the law.

The ministry organizational structure has been incrementally realigned to better support accountability and provide a platform for effective organizational management and reporting. Ministry programs and services are coordinated through a provincial office located in Victoria and are delivered through 13 geographic Service Delivery Areas which are made up of 47 Local Service Areas. In some service lines, locally delivered services are enhanced through a number of provincially delivered services including:

- Child Care Operating Funding and Child Care Subsidy Branch (Early Years)
- Early Childhood Educator Registry (Early Years)
- Nursing Support Services, Autism Funding Branch and Medical Benefits (CYSN)
- Provincial Services for the Deaf and Hard of Hearing (CYSN)
- Child and Youth Mental Health Friends Program (CYMH)
- The Maples Adolescent Treatment Centre Services (CYMH)

- Provincial Adoption Services (Adoption Services)
- Youth Education Assistance Fund (Child Safety, Family, Youth and Children in Care Services)
- Youth Custody Services and Youth Forensic Psychiatric Services (Youth Justice Services)

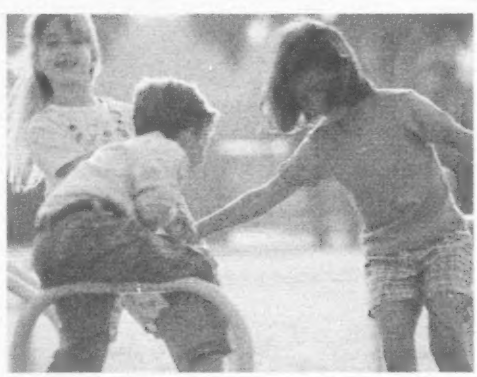
The Provincial Office of Domestic Violence, which was created to coordinate government's response to domestic violence, is housed within the ministry. It focuses on the identification and strengthening of policies, practices and services across government that provide support to individuals and families affected by domestic violence. It also works with community anti-violence partners.

A critical focus for the ministry is working in partnership with Aboriginal communities to improve services and outcomes for Aboriginal children, youth and families with the vision of Aboriginal children and youth living in healthy families strongly connected to their culture, language and traditions. Key partners in providing services to Aboriginal children and families are Delegated Aboriginal Agencies (DAAs) which, through the development of agreements between the Province and First Nations communities, are given authority under the Child, Family and Community Service Act to provide child safety and family, child and youth support, care and adoption services. Further, the ministry works with Aboriginal communities and other government partners to improve access to quality prevention and early intervention services that are focused on strengthening Aboriginal families and reducing the number of Aboriginal children coming into care.

In delivering its services, the ministry works closely with a wide range of community social service agencies. The ministry's partnerships, with the Federal Government, other provinces and territories, as well as other provincial ministries, enable the ministry to provide children and families with more integrated and coordinated cross-government services.

The work of the ministry is guided by the following legislation that outlines roles and responsibilities for the ministry, Delegated Aboriginal Agencies and contracted community agencies:

- *Child, Family and Community Service Act*
- *Adoption Act*
- *Youth Justice Act*
- *Youth Criminal Justice Act (Canada)*
- *Child Care BC Act*
- *Child Care Subsidy Act*
- *Community Care and Assisted Living Act*
- *Social Workers Act*
- *Infants Act*
- *Family Law Act*



Strategic Context

Current international, federal and provincial trends and issues including the economy, changing demographics, new technologies and the need for open engagement create both challenges and opportunities that affect services for children, youth and families in the province.

Economic Conditions

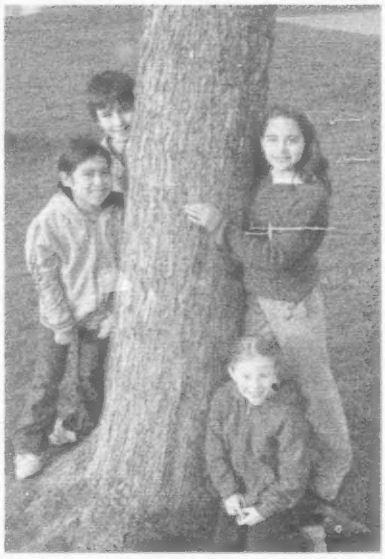
British Columbia's real GDP increased by 1.7 per cent in 2012 (according to preliminary GDP by industry data from Statistics Canada), following growth of 2.8 per cent in 2011. Annual gains in the domestic economy during 2012 were observed in employment, consumer spending and housing starts. BC's exports fell during the year, however, as global demand weakened and prices fell for some key commodities. Several risks to British Columbia's economy remain, including further slowing of domestic economic activity, renewed weakness in the US economy, the ongoing European sovereign debt crisis threatening the stability of global financial markets, exchange rate volatility, and slower than anticipated economic growth in Asia dampening demand for BC's exports.

Slow economic growth continued to affect governments and citizens around the world and the need for fiscal restraint continued to be a reality in 2012/13. Through this period the ministry focused its attention on innovation and making incremental improvements to service design, cost management, human resource management and information management to ensure effective and efficient use of available resources.

The ministry has continued to support staff in managing workloads while improving the efficiency of ministry processes and procedures. Work began on realigning and streamlining management, policy and corporate services with a focus on evidence-informed and effective service delivery to improve key outcomes.

Demographic Changes

Changing demographics in the workplace and in the child and youth population of BC are expected to place pressure on the delivery of and demand for services in the coming years.



The child and youth population is forecasted to increase in the years to come. The fastest growing, youngest demographic in BC are the Aboriginal people. The Aboriginal population grew 15 per cent between 2001 and 2006, while the non-Aboriginal population grew by 5 per cent. Children and youth under 24 make up 46 per cent of the provincial Aboriginal population and 29 per cent of the non-Aboriginal population. These population demographics are significant to the service delivery approach as

the ministry works to ensure the safety and wellbeing of BC children and youth.

Increased retirements are leading to a loss of expertise but are also opening up new opportunities for those entering into social services careers. As a result, the ministry has continued to focus on supporting and developing its changing workforce in a world of increasing service demands and fiscal restraint. Organizational learning and growth, continuous improvement in practice, as well as promotion of health and wellness in the workplace remain a focus for the organization and are key factors in the achievement of operational and service excellence.

Technology and Open Data

Technology has the ability to generate new opportunities for service delivery and transform the relationship between citizens and the delivery of service to children, youth and families.

The ministry introduced phase 2 of the new Integrated Case Management System (ICM) on April 2, 2012. This presented many challenges to the ministry that significant effort and hard work helped to overcome. ICM has been a major undertaking and remains a key priority as the ministry continues to move towards successful completion of this project.

Openness and accountability are key priorities for the ministry. Open government ensures that people have the information available to participate in the decisions that affect their lives. Over the last year the ministry reported out on performance across its six service delivery lines and five dimensions of quality: effective, client-centred, accessible, safe and appropriate services. Ongoing reporting is key to supporting increased transparency and improving ministry performance and monitoring.

Report on Performance

Performance Results Summary Table

Goal 1: British Columbians receive quality services that contribute to achieving meaningful outcomes for children, youth and families	2012/13 Target	2012/13 Actual
Early Childhood Development and Child Care Services Children and families are supported by a strong network of coordinated, family-centred, culturally relevant and responsive early childhood development and child care services		
• Average monthly number of children whose families receive a child care subsidy	28,250	24,287 NOT ACHIEVED
Services for Children and Youth with Special Needs (CYSN) Children and youth with special needs will experience optimal development, health, well-being and achievement through improved access to effective and coordinated services	-	-
Child and Youth Mental Health Services Children and youth achieve and maintain positive mental health and development through timely access to quality prevention programs, supports and treatment	-	-
Child Safety, Family Support and Children in Care Services Children and youth will grow up in safe, stable environments that promote permanency and meet their emotional, cultural and developmental needs		
• Number of families participating in Collaborative Planning and Decision Making processes	9,800	12,626 EXCEEDED
• Per cent of children having to leave their parental home who are able to remain with extended family or community	26.0%	28.1% EXCEEDED
• Of the Aboriginal children having to leave their parental home, the per cent that receive services delivered by Delegated Aboriginal Agencies, Aboriginal foster care providers or Aboriginal friends and family	59.5%	61.4% EXCEEDED
• Per cent of children in "out of home care" for at least two years who experienced no change in placement	60.0%	62.0% EXCEEDED
• Per cent of children in care under continuing custody orders whose grade level is as prescribed for their age	79.5%	82.2% EXCEEDED
Adoption Services Children in care have an active plan for adoption as part of a permanency plan that supports safety, stability and lifelong relationships	-	-
Youth Justice Services Youth who are in conflict with the law will be supported, through an integrated, multi-disciplinary approach, to develop law-abiding and prosocial behaviour	-	-

Goal 2: Achieve operational excellence to optimize the use of available resources to maximize services and supports to children, youth and families	**2012/13 Target**	**2012/13 Actual**
Programs and services are provided optimally using available human, information management and technology and financial resources	-	-
Goal 3: Build strong community, sector and academic partnerships to improve and delivery quality services	**2012/13 Target**	**2012/13 Actual**
The ministry has an engaged, skilled, well-led workforce, supported by collaborative partnerships, to drive service excellence	-	-

Goals, Objectives, Strategies and Performance Results

Goal 1: British Columbians receive quality services that contribute to achieving meaningful outcomes for children, youth and families

The key to any successful social service organization is a continued focus on improving the value of services for clients. The ministry's strategies focus on developing a quality service delivery culture across the six service lines.

Objective 1.1: Early Childhood Development and Child Care Services

Children and families are supported by a strong network of coordinated, family-centred, culturally relevant and responsive early childhood development and child care services

Strategies

- Work with service delivery partners to ensure services are reaching vulnerable children with a focus on mitigating chronic stressors and strengthening resiliency enablers aimed at enhancing children's social and emotional well-being.
- Link and, where appropriate, integrate Early Childhood Development programs and services at a provincial, regional and local service area level to create a local system of services that better meet the needs of families and children.
- Explore policy options to continue to improve access and affordability of child care within the current fiscal environment.

On May 24, 2012 the ministry and the Provincial Child Care Council co-hosted a child care forum to discuss strategies to strengthen and improve child care in BC. Discussions centred on three primary themes: affordability through innovation and partnerships, integration of services and quality. Information obtained from the forum helped to identify ways to strengthen early childhood development and child care policies and improve outcomes for children and youth.

On February 20, 2013, and informed by stakeholder consultations including the forum, the provincial government announced the Early Years Strategy that establishes government's commitment to an integrated and collaborative/coordinated approach to early years services and the development of early years policies and programs that address needs and build on the strengths of existing services.

Performance Measure 1: Children whose families receive a child care subsidy

Performance Measure	2010/11 Actual	20011/12 Actual	2012/13 Target	2012/13 Actual
Average monthly number of children whose families receive a child care subsidy	29,175	27,781	28,250	24,287 NOT ACHIEVED

Data Source: Integrated Case Management System

Discussion of Results

The Child Care Subsidy program provides financial assistance to low income families to help offset the cost of child care so families can access a range of affordable, safe, quality child care options. Access to quality child care is a factor that contributes to the healthy development of children and can have a positive impact on a child's well-being and developmental outcomes. The Child Care Subsidy program is demand-driven, with all eligible families receiving assistance if requested. Approximately 34,000 families with more than 48,000 children received a subsidy last year.

Access to quality child care benefits all children, especially vulnerable children and their families. Quality child care helps contribute to the success of children in school and throughout the life-span, and reduces the need for more serious intervention later in life. This performance measure focuses on the number of children whose families receive a child care subsidy and represents the ministry's commitment to help families secure access to quality child care for their children.

The target for this demand-driven measure was not met in 2012/13. This was due to the impact of full-day kindergarten implementation over the 2010/11 and 2011/12 school years. The number of families with kindergarten-aged children receiving a Child Care Subsidy decreased at that time as some families required less child care because their children were in kindergarten for a longer period of time during the day.

Objective 1.2: Services for Children and Youth with Special Needs (CYSN)

Children and youth with special needs will experience optimal development, health, well-being and achievement through improved access to effective and coordinated services

Strategies

- Provide recommendations on a range of potential improvements to services for children and youth with special needs such as improving assessment, increasing access to therapy services and optimizing responsive respite.
- Implement autism outreach worker training in rural and remote communities.
- Work collaboratively with other government partners to ensure that youth with special needs have plans in place to support their successful transition to adulthood.
- Implement effective case management and tools to improve cross-sector information sharing, effective planning and service delivery for CYSN clients receiving services from two or more service lines.

The ministry continued to implement the recommendations from the Representative for Children and Youth (RCY) report *Isolated and Invisible: When Children with Special Needs are Seen But Not Seen* and strengthen the system of support for families of children and youth with special needs. CYSN workers ensured that all children and youth identified as high priority were seen and plans put in place to ensure that their needs are met. Policies to improve collaboration between CYSN workers and child protection workers and standardized CYSN assessment and case management were implemented and are being reviewed and assessed as part of CYSN continuous improvement efforts. The ministry and the Ministry of Social Development (MSD) established a process so that families with dependent CYSN at risk of losing their Income Assistance (IA) benefits would not have their file closed without their circumstances first being reviewed by a CYSN worker. In addition, the ministry worked with MSD on further streamlining the Persons with Disabilities (PWD) application and assessment process for youth on the ministry's At Home Program and streamlining the process for youth with developmental disabilities.

Implementation of the second phase of the Autism Outreach program was completed and work is underway to define phase three of the program. Community-based training for parents and caregivers of children with autism spectrum disorder (ASD) was delivered through 23 outreach family/caregiver workshops in 23 different rural communities with more than 600 participants. The

Family/Caregiver workshops provided an opportunity for families and caregivers to connect and network, learn more about autism, best practices, and how to access autism funding, government supports and local service providers. Overall feedback from participants indicated they were very satisfied with the workshops. Phase two also offered access to online training for over 55 behaviour interventionists living in rural and remote communities through two online courses implemented by Douglas College. A goal within phase three is to continue with training and provision of information to front line CYSN social workers, ministry-related staff, parents/caregivers, and behaviour interventionists supporting children with ASD. This goal is also consistent with the outcomes of the recent Lean process improvement work completed with the Autism Funding Unit.

As part of the CYSN policy review process, the ministry established an Advisory Table with representation from the Infant Development Program (IDP) and Supported Child Development (SCD) Program, including Aboriginal IDP and Aboriginal SCD stakeholders, the Ministry of Health and other subject matter experts to review minimum standards for developmental assessment and screening tools. The recommended minimum standards are embedded in IDP/SCD policy. The Table also reviewed available developmental assessment and screening tools and recommended for field testing those that meet the minimum standards.

Examining the ways to improve access to CYSN services, three sector specific paediatric therapy surveys were constructed and deployed to program administrators of health, education and social services. A paediatric therapy mapping report was prepared and includes:

- Four maps that geographically locate early childhood and school aged therapy service providers following sector specific boundaries
- A listing of early childhood therapy service providers by community
- A listing of school aged therapy service providers by school district
- A listing of early childhood therapy service providers by First Nations reserve communities
- An analysis of the mapping results

The mapping of these foundational therapy services will provide the basis to explore possible overlaps and gaps with services (within and across sectors and programs) and consider alternate ways to organize and administer these services.

Objective 1.3: Child and Youth Mental Health Services (CYMH)

Children and youth achieve and maintain positive mental health and development through timely access to quality prevention programs, supports and treatment

Strategies

- Strengthen the continuum of mental health services and supports for children and youth and their families, with a focus on improving access, particularly in rural and remote areas and

delivering quality, effective services within all Local Service Areas that are built on clear policy, standards and practice guidelines.

Service redesign was initiated for CYMH, including a review of existing CYMH reports and initiatives and the development of a system blueprint. Activities related to the blueprint development involved establishing a robust project management and communication structure to guide the project design and implementation process including: a provincial steering committee; a lead researcher and a process for involving other research/academic experts; and a stakeholder advisory committee with representation from the academic community and sector partners.

Consultation with staff and stakeholders informed the blueprint and strategies to address the four priority areas of access, wait list management, active navigation and support to families while they wait to receive services, and transitions for children and youth moving between community and hospital services and between youth and adult MH services. Planning for consultation with both Aboriginal and non-Aboriginal communities and service providers for delivery of CYMH services is under development. Strengthening CYMH services will continue to be a key focus throughout the coming year.

Access to psychiatric consultations for children, youth and their families living in rural and remote areas improved through tele-mental health services using videoconference technology. Tele-mental health was piloted in the North in 2011 and continues to support those children and youth involved with CYMH by connecting them and their families with psychiatrists located at Children's and Women's Hospital in Vancouver.

The ministry and the Ministry of Health continued to support/fund the Canadian Mental Health Association-BC Division to deliver the Strongest Families program, which was successfully piloted last year as an action in *Healthy Minds, Healthy People: A 10-Year Plan to Address Mental Health and Substance Use in BC*. Access to needed services was increased through a 12-week telephone based coaching program, provided to families with children aged 3 – 12 who experience mild to moderate behaviour problems, delivered in the comfort of people's homes – at times that worked for them – days, evenings and weekends.

Objective 1.4: Child Safety, Family Support and Children in Care Services

Children and youth will grow up in safe, stable environments that promote permanency and meet their emotional, cultural and developmental needs

Strategies

- Fully implement and evaluate the Child Protection Response model across all ministry and Delegated Aboriginal Agency teams.

- Review and improve case management practice and service delivery for complex cases involving instances of mental health, substance misuse, high risk pregnancy and domestic violence.
- In collaboration with service partners, develop and implement practice guidelines and training for establishing effective helping relationships for children, youth and their families accessing child safety and family support services.
- Strengthen the system of services and outcomes for children in care, building on recommendations from the Residential Services Review, with a strong focus on kinship care and on meeting the permanency and developmental needs of those in foster care, group care and youth transitioning out of care.

Significant shifts in this service delivery line included implementation of the Child Protection Response Model across all ministry teams and the development of the Helping Relationship Framework, a collaborative strength-based developmental approach to client engagement. 2013/14 work includes embedding of these into practice.

Practice Directives were finalized and circulated for Complex, High Risk Child Protection Cases and Working with Expectant Parents with High Risk Behaviours and an orientation to the directives was provided to staff by live meeting. A protocol with the Ministry of Health was completed to support collaboration when working with high risk expectant parents and high risk infants in vulnerable families. As well, policies, standards and procedures to support kinship care placements as preferred out of home placement options were implemented in February 2013.

Performance Measure 2: Families participating in Collaborative Planning and Decision Making processes

Performance Measure	2010/11 Baseline	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Number of families participating in Collaborative Planning and Decision Making processes	5,522	5,522	8,406	9,800	12,626 EXCEEDED

Data Source: Management Information System/Social Worker System, Family Group Conferencing Information System and the Dispute Resolution Office

Discussion of Results

This measure represents the number of families who have experienced collaborative planning and decision making processes, which lessen the likelihood of more intrusive intervention measures.

Collaborative planning decision making processes consist of:

- *Family Development Response* builds family capacity to safely care for the child and represents a move away from investigation as the primary response to a child protection concern. Family Development Response can involve a range of responses and community-

based options, all of which are intended to keep children safe within their families and communities.

- *Family Group Conferencing* is a process designed to promote cooperative planning and decision-making through utilizing and enhancing a family's support network. A Family Group Conference is a formal meeting where members of a child or youth's immediate family come together with extended family and members of the child's community to develop a plan to keep the child safe.
- *Mediation* is a process for working out disagreements that arise between the ministry and a parent with the help of a trained, neutral person (a mediator). The process helps the people involved work towards acceptable solutions that focus on the best interests of the child.
- *Family Case Planning Conference* is a strength-based, solution-focused process to provide families with input into planning for their children. They are effective in creating interim or short term plans and in generating an understanding of "next steps." The process is used for planning at the initial stages of ministry involvement or while waiting for a Family Group Conference.

In 2012/13, the ministry exceeded its target of completing 9,800 collaborative planning decision making processes. This was primarily the result of the continuing increase in the use of Family Development Response. The use of Collaborative Planning and Decision Making Processes is expected to continue to grow over the coming years as the ministry implements the Child Protection Response Model for child protection cases.

Performance Measure 3: Children out of the parental home who are able to remain with extended family or community

Performance Measure	2010/11 Baseline	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Per cent of children having to leave their parental home who are able to remain with extended family or community	21.4%	21.6%	25.3%	26.0%	28.1% EXCEEDED

Data Source: Management Information System/Social Worker System

Discussion of Results

This measure is the proportion of all children who had to leave their parental home and were placed in an out of care living arrangement with a relative or a person with significant ties to the child, or a foster parent who is a relative.

Out of care placements are alternative care arrangements with extended family or close friends for children at risk of abuse or neglect or who are temporarily unable to live with their parents. These placement options can be made by agreement or court order and are based on the belief that permanent relationships are a major determinant of whether children feel safe and secure.

Children in care can be placed in restricted foster homes which are usually relatives or family friends who have a significant relationship with the children and who have been approved to care for them. This type of family care home has been recruited because of their connection to the child/ren concerned and is only approved and available for a specific child or sibling group.

In 2012/13, the ministry exceeded its target of placing 26 per cent of children having to leave their parental home with extended family or community. The growth in these placements results from the continuing growth of the Extended Family Program. This program offers financial assistance and other services to support an out of home living arrangement, without the child coming into care, where an extended family member or significant person in a child's life is approved to care for the child.

In February 2013, a new permanency placement option was implemented under section 54.01 of the CFCSA. When a child is unable to return to parental care at the end of an out of care Extended Family Program (EFP) agreement or an out of care court order, permanent custody can be legally transferred to extended family or other individuals who have a significant relationship with, or cultural or traditional responsibility to the child.

Performance Measure 4: Aboriginal children cared for through Aboriginal communities and providers.

Performance Measure	2010/11 Baseline	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Of the Aboriginal children having to leave their parental home, the per cent that receive services delivered by Delegated Aboriginal Agencies, Aboriginal foster care providers or Aboriginal friends and family	56.8%	56.8%	58.6%	59.5%	61.4% EXCEEDED

Data Source: Management Information System/Social Worker System and Resource and Payment System

Discussion of Results

Aboriginal children are disproportionately represented in the child welfare system. Ensuring that Aboriginal children who have had to leave their parental home receive services through an Aboriginal service system strongly connects them to their culture and traditions. This may over time help to lessen the percentage of Aboriginal children in care.

Aboriginal children having to leave their parental homes can receive culturally appropriate services either through a Delegated Aboriginal Agency or through the ministry. Of the Aboriginal children who had to leave their parental homes, this measure is the proportion of these children who are

being served by Delegated Aboriginal Agencies, or are receiving ministry services delivered by Aboriginal foster care providers or Aboriginal friends and family.

The ministry continues to expand Aboriginal service delivery options so that Aboriginal children have a strong and ongoing connection to their culture and traditions. The ministry achieved its 2012/2013 target for this measure with 61.4 per cent of Aboriginal children that had to leave their parental home receiving services from Delegated Aboriginal Agencies, Aboriginal foster care providers, or Aboriginal friends and family. The 2012/13 result was a 2.8 percentage point increase over the previous year.

The per cent of Aboriginal children who remain connected to Aboriginal caregivers is expected to increase.

Performance Measure 5: Children in "out of home care" for at least two years who experience no change in placement

Performance Measure	2010/11 Baseline	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Per cent of children in "out of home care" for at least two years who experienced no change in placement	57.2%	57.2%	58.5%	60%	62.0% EXCEEDED

Data Source: Management Information System/Social Worker System and Resource and Payment System

Discussion of Results

Stability is essential for children to develop a sense of belonging and identity as they cope with separation from their families. Some placement changes are necessary and can be beneficial in ensuring the right fit for the child or youth, but minimizing moves while in care increases their sense of stability, identity and belonging. With increased ministry use of strengths-based assessments of the child and family, the percentage of children who experience no change in placement is expected to increase over time.

In this measure, "out of home care" includes children living with foster parents or with relatives for protection reasons. This measure is the proportion of these children who remain in the same placement for at least two years. In 2012/13, some 62.0 per cent of children who were in "out of home care" for at least two years remained in the same home. The ministry exceeded its 2012/2013 target for this measure.

Performance Measure 6: Children under a continuing custody order whose grade level matches their age

Performance Measure	2010/11 Baseline	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Per cent of children in care under continuing custody orders whose grade level is as prescribed for their age	78.8%	78.8%	81.1%	79.5%	82.2% EXCEEDED

Data Source: Management Information System/Social Worker System and Ministry of Education enrolment data

Discussion of Results

This measure identifies children served by the ministry under a continuing custody order whose grade level is as prescribed for their age. The ministry achieved its target of 79.5 per cent in 2012/13 with an actual result of 82.2 per cent. This measure provides insight into whether children in the long term care of the ministry are moving through BC curriculum as expected, an indicator of their level of success in the education system.

The ministry continues to collaborate with the Ministry of Education consistent with the *Joint Educational Planning and Support for Children and Youth in Care: Cross-Ministry Guidelines*. These guidelines were created to assist social workers and teachers in improving information sharing, strengthening practice and joint planning and promoting effective communication among educators, school-based teams, child-welfare workers, caregivers and family members. Designated staff members within each school oversee the planning and monitoring of educational success for children under a continuing custody order and review their achievements and ongoing needs.

Objective 1.5: Adoption Services

Children in care have an active plan for adoption as part of a permanency plan that supports safety, stability and lifelong relationships

Strategies

- In collaboration with adoption community stakeholders and in line with other jurisdictions, begin an adoption recruitment and promotion initiative that includes options for greater profiling of children in care.
- Explore opportunities to increase culturally appropriate adoption placements for Aboriginal children through continued discussions with Delegated Aboriginal Agencies regarding adoption delegation.

- Identify where backlogs in adoption home studies may be occurring and implement a plan to clear up existing backlogs and maintain a timely response to prospective adoptive families on an ongoing basis.
- Realign adoption standards to emphasize guardianship responsibilities in relation to adoption and permanency.

The adoption recruitment and promotion project was designed to increase the number of children in care placed for adoption; provide increased support and ease of access to prospective adoptive families; create operational efficiencies; generate increased public awareness of and interest in adopting children in care, and identify opportunities to improve cultural competence in permanency planning for Aboriginal children.

As part of this project several pieces of design work were completed to improve the delivery of adoption services including: an online adoption education program; updated modules for the face to face adoption education program; improved preparation tools for children and prospective adoptive parents; and work on improved adoption promotion and recruitment. The ministry is also collaborating with the Office of the Information and Privacy Commissioner on privacy and confidentiality issues around posting public photos of older teens available for adoption. The ministry, in collaboration with the Lex Reynolds Permanency and Adoption Trust Fund, is working with a group of Lax-kw'alaams elders to increase permanency planning for children around the province with connections to this community.

The numbers of children placed for adoption did not increase this year but 2013/14 work includes a greater focus on transition to adoption planning for children in care. The ministry completed work on reviewing the adoption practice standards and will continue to work on revising the standards in child welfare to emphasize guardianship responsibilities in relation to permanency and adoption. An action plan to reduce the backlog of home studies for adoption applicants was also initiated.

Objective 1.6: Youth Justice Services

Youth who are in conflict with the law will be supported, through an integrated, multi-disciplinary approach, to develop law-abiding and prosocial behaviour

Strategies

- Improve gender-specific and gender-sensitive services for female young offenders.

- Improve programs and services for Aboriginal youth involved in youth justice services to better connect with their culture and community.
- Enhance programs and services to engage and involve families of youth involved with youth justice services.
- Incrementally develop and implement changes to service in response to federal amendments to the Youth Criminal Justice Act.

This year a number of improvements were made to Youth Justice Services:

- A leading expert was engaged to conduct a review of existing programs for female youth in custody. Gender sensitive and responsive program measures were implemented as a result, and staff training was provided. The A'Mut Full-Time Attendance Program was converted from a co-ed to a female-only program and staff training was provided to support the change.
- A review of programs and services for Aboriginal youth in custody, informed by an extensive consultation with stakeholders/staff/youth was conducted, and a draft strategic plan for Aboriginal program enhancements was developed in consultation with Aboriginal stakeholders. 2013/14 work includes implementing culturally appropriate program measures at Prince George Youth Custody Services.
- Recommendations arising from the Family Intervention Project were implemented to expand family participation for youth receiving Youth Forensic Psychiatric Services. Additionally, family "video visits" and subsidized in-person family visits at Burnaby Youth Custody Services were implemented.
- As well, changes to service in response to Federal amendments to the Youth Criminal Justice Act were developed and implemented, including revisions to the Community Youth Justice Manual of Operations, Youth Custody Manual of Operations and Youth Forensic Psychiatric Services manuals, and updates to youth justice forms and content on the JusticeBC website. Orientation and explanatory materials for staff and community partners, on the implementation of Bill C-10, was developed and disseminated and province-wide in-person training and orientation for Community Youth Justice Services, Youth Custody Services and Youth Forensic Psychiatric Services staff was delivered.

Goal 2: Achieve operational excellence to optimize the use of available resources to maximize services and supports to children, youth and families

Objective 2.1: Programs and services are provided optimally using available human, information management and technology and financial resources

Strategies

- Incrementally develop, implement and report out on quality (effective, client centred, accessible, safe and appropriate services) and efficiency measures across the ministry's six service lines.
- Review and improve evidence informed standards and practice guidelines for all six service lines, targeted at improving outcomes against key presenting needs for children, youth and families to drive service design and delivery.
- Implement Service Quality and Operational Evaluations on a three year cycle for all services provided at the Local Service Area level.
- Establish a provincial Lean Promotion and Coordination Team to drive Lean strategic action.
- Continue to develop and implement the integrated case management system to support improved planning and information sharing among practitioners.

The ministry has started to build a foundation of performance and outcome data that is beginning to guide both strategic and operational decision making processes. The first *MCFD Operational Performance and Strategic Management Report* was made available to staff and stakeholders. This report was the focus of significant effort throughout the first half of 2012/13 to begin to shape a suite of measures that reflect the ministry's definition of quality across all the services we deliver and support active, local, cost, human resource and operational decision making. A second report will be published in May covering the second half of 2012/13. This will remain a key area of focus in fiscal 2013/14.

Resetting the framework for policy development with greater clarity on the use of legislation, policy, standards and practice guidelines as the basis for future review and development of ministry policy was the starting point for 2012/13. A key area of focus was the finalizing and full introduction of child safety policy, standards and guidelines to support the implementation of the Child Protection Response Model. Some initial progress was made on linking/harmonizing mainstream and Aboriginal Operational and Practice Standards and Indicators (AOPSI) and development of an Aboriginal Practice Framework and this work will carry forward into 2013/14. A fulsome review of evidence linked to early years policy and programs was also conducted as the foundation for the implementation of the strategic actions for the coming year.

2012/13 saw the introduction of the Lean process improvement philosophy both across government and within the ministry. Lean events were held in the Verification and Audit Branch, Deputy Minister's Office, Autism Funding Branch, and Contract Management. Lean will be embedded in a broader change management tool box to better improve the ministry's ability to more quickly respond to needed changes in practice or services for children, youth, and families.

The implementation of ICM for Child Protection Services proved to be challenging, requiring both a more comprehensive approach to training staff and modifications to the system design as it related to case management for Child Safety Services. This required significant effort and time from both management and staff working in this service line. A review of the ministry portion of this project was completed and lessons learned are currently being applied. While ICM is performing as expected for other program areas such as Child Care Subsidy and Autism Funding, further modifications to the system for Child Safety Services will be implemented following a review of other jurisdictions.

Goal 3: Build strong community, sector and academic partnerships to improve and deliver quality services

Objective 3.1: The ministry has an engaged, skilled, well-led workforce, supported by collaborative partnerships, to drive service excellence

Strategies

- Engage children, youth and families, through the use of focus groups, to ensure proposed service improvements effectively meet their needs.
- Establish Community Partnership forums that include foster caregivers, service providers and other community partners to promote effective planning, service development, role clarity and relationships and improved services to children and youth in care.
- Develop provincial and regional partnerships between the ministry, service delivery partners, relevant post-secondary institutions, researchers and the broader academic community to develop a shared strategic knowledge management and applied research agenda to improve the quality of services and contribute to knowledge of promising practices.

Over the past year the ministry made steady progress in developing demographic and community profiles for its Service Delivery Areas (SDAs) as the basis for informed planning and decision making. This will continue in the coming year. In addition, work was completed on a youth engagement tool kit. A tool kit for families and also community engagement will be developed in the coming year. The work on mapping First Nations and Aboriginal communities with SDAs and initial service mapping is well underway and will be completed by the end of the fiscal year. The recently completed youth engagement toolkit will be a vital asset in ensuring that youth who are in care or receiving youth services will have their voices heard and input considered throughout this multi-year change process that is also linked to CYMH and Family, Child and Youth Support, Care and Adoption Services initiatives.

Another area of focus was the Organizational Research and Learning Initiative which included the development of a shared research agenda; hosting 8 forums at post secondary institutions and a forum with youth to determine key research questions; the delivery of 9 "Topic of Interest" presentations to ministry staff; a partnership with University of Victoria graduation students; and the development of a provincial learning network as the platform for ongoing input to improvement of services. Additional work is underway to develop and implement an Applied Promising Practices (APP) approach to share knowledge about effective practices and programs in BC to enhance service delivery.

Report on Resources: Summary Table

Core Business Areas [1]	Estimated [2]	Other Authorizations	Total Estimated	Actual	Variance [3]
Operating Expenses ($000)					
Early Childhood Development and Child Care Services	265,897		265,897	252,644	(13,253)
Services for Children and Youth with Special Needs	288,596		288,596	293,274	4,678
Child and Youth Mental Health Services	79,233		79,233	77,570	(1,663)
Child Safety, Family Support and Children in Care Services	497,386		497,386	504,055	6,669
Adoption Services	25,554		25,554	27,377	1,823
Youth Justice Services	47,075		47,075	44,265	(2,810)
Service Delivery Support	114,619		114,619	112,740	(1,879)
Executive and Support Services	14,931		14,931	14,977	46
Sub-Total	**1,333,291**	**0**	**1,333,291**	**1,326,902**	**(6,389)**
Adjustment of Prior Year Accrual [4]				(1,401)	(1,401)
Total	**1,333,291**	**0**	**1,333,291**	**1,325,501**	**(7,790)**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Executive and Support Services	277		277	201	(76)
Total	**277**	**0**	**277**	**201**	**(76)**
Other Financing Transactions ($000)					
Executive and Support Services Human Services Providers Financing Program					
Receipts	31		31	31	0
Disbursements					
Net Cash Source (Requirements)	31		31	31	0
Total Receipts	**31**	**0**	**31**	**31**	**0**
Total Disbursements	**0**	**0**	**0**	**0**	**0**
Total Net Cash Source (Requirements)	**31**	**0**	**31**	**31**	**0**

[1] In the 2012/13 Service Plan, the ministry realigned its core business areas to reflect its new Operational & Strategic Directional Plan.

[2] The amounts in the "Estimated column correspond to the Estimates budget presented to the Legislative Assembly on April 19, 23 and 24, 2012.

[3] "Variance" represents "Actual" minus "Total Estimated."
If the "actual" is greater than the "Total Estimated," the "Variance" will be displayed as a positive number.

[4] The Adjustment of Prior Year Accrual of $1.401 million is a reversal of accruals in the previous year.

Explanation of Resource Summary

Operating Expenditures

The 2012/13 Ministry budget is based on assumptions contained within the *2012/13 - 2014/15 Service Plan*.

The Ministry Operations Vote ended the year with a net surplus of $6.389M or 0.48% of the annual budget prior to the accounting entry for Adjustment of Prior Year's Accrual.

- The Early Childhood Development and Child Care Services core business surplus variance of 4.98% to annual budget is primarily the result of a significant reduction in Child Care Subsidy expenditures this fiscal due to the impact of the implementation of full day kindergarten.
- The Services for Children and Youth with Special Needs core business deficit variance of 1.62% to annual budget is primarily the result of increasing demand for Autism funding and for Nursing Support Services.
- The Child Safety, Family Support and Children in Care Services core business deficit variance of 1.34% to annual budget is primarily the result of various expenditures for Child Welfare programs and enhanced training for front line service providers.
- The Adoption Services core business deficit variance of 7.13% to annual budget is primarily the result of added cost for the provision of Post Adoption Assistance supports to adoptees and their adoptive families, and funding for an online training program.
- The Youth Justice Services core business surplus variance of 5.97% to annual budget is the result of continued reduction in demand.

Annual Service Plan Report Appendices

Appendix A: Ministry Contact Information

General Ministry Enquiries:

Client Relations: **250 387-7027** (in Victoria), or toll-free: **1 877 387-7027**
or E-mail: MCF.CorrespondenceManagement@gov.bc.ca

Ministry Mailing Address:

PO Box 9770 Stn Prov Govt
Victoria BC V8W 9S5

Appendix B: Hyperlinks to Additional Information

Ministry Links:

About Us
http://www.mcf.gov.bc.ca/about_us/index.htm

Contact Us
http://www.mcf.gov.bc.ca/contact_us.htm

Ministry's Homepage
http://www.gov.bc.ca/mcf/

Residential Services Review
http://www.mcf.gov.bc.ca/pdf/resrevproject_final_report.pdf

Operational Performance and Strategic Management Report
http://www.mcf.gov.bc.ca/about_us/pdf/mcfd_opsm_report.pdf

Integrated Case Management
http://www.integratedcasemanagement.gov.bc.ca/

Key Partners:

Representative for Children and Youth
http://www.rcybc.ca/content/home.asp

Community Living British Columbia
http://www.communitylivingbc.ca/

Ombudsperson
http://www.ombudsman.bc.ca/

Public Guardian and Trustee of British Columbia
http://www.trustee.bc.ca/